

As the rest of the city slumbered these volunteers walked the streets of Seattle



Long after dusk, a small group of people gathered at the Belltown Community Services Offices in downtown Seattle dressed in warm coats, gloves, and hats, bearing flashlights preparing to go out into the night.

The 30 volunteers who sacrificed a comfortable night's sleep in a warm bed were there to count those who had no choice where they spent the night. They were part of the annual Nightwatch Street Count of the Homeless.

The count is sponsored by the Seattle King County Coalition for the Homeless. The Belltown CSO has a special interest in the count as their clients live within the downtown core and many are homeless.

"We have a large transitional caseload," explained Margey Rubado, CSO administrator and a member of the Homeless Coalition. "We carry a caseload of about 300, many of whom are homeless women and children plus a caseload of 1,100 incapacitated clients (the

largest in the state). We make arrangements to get them into the shelters and then help them stabilize their lives and move into more long-term low-income housing."

The Belltown CSO was "command central," opening at 2:30 a.m. with 17 CSO employees volunteering to staff the center or to walk the quiet night streets searching in alleyways and along piers or in the brush under the freeway.

"Our staff are committed to this community," said Dorella Owens, community resource program manager. "We have 32 active liaisons working with different agencies in this area."

Operation Nightwatch, a group of ordained ministers who formed the non-denominational volunteer organization, headed up the one night street snapshot of the homeless problem in downtown Seattle. Volunteers also came from the Downtown Seattle Association, Low-Income Housing Institute, and the YMCA Health Care Access Project.

"We do the count to get a good overnight estimate of the level of need," said Rick Reynolds, Operation Nightwatch director. But he added that it's hard to get an accurate count. Most homeless people try to have a site that is invisible.

The need is great. Even with 2,400 shelter beds in the city, the volunteers counted 646 on the streets and in encampments.

The air was dry on the night of the count.

There's something unsettling about a city in the early morning hours when all is still awaiting the dawn. Searchers' flashlights scan the alleys, peering around dumpsters. A young woman is startled from her crouched position behind a dumpster.

The alleyways are surprisingly clean, but Rubado shares that building owners hire janitorial services to wash down their alleys and sidewalks each evening. And security guards walk the quiet streets around the upscale shops and condominiums.

There's something unsettling about a city in the early morning hours when all is still awaiting the dawn.

"There are basically two kinds of sleepers," said Rubado. "Some choose to hide and be as invisible as possible. The others sleep out in exposed doorways where they can be seen if someone is harming them or they can be found if something happens to them."

A woman who looks to be in her 30s sleeps at the back door to a women's shelter. A bed might have been available, but she wouldn't part with her dog who wasn't allowed.

As the count nears an end, a man and a woman appear to be waiting for a bus. But they aren't. Sheltered in a doorway, he protects her as she slumps against him sound asleep.

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A cultural change is occurring as CSOs take on WorkFirst

When WorkFirst began on Aug. 1 "it felt like driving a car that wasn't completely built," said Andy Nord, a former financial services specialist and now a WorkFirst case manager.

But gradually the pieces are falling into place as staff in Community Services Offices (CSO) across the state learn new roles and physically change their office layout to emphasize work.

"It has truly been a culture change," said Marijo Olson, administrator of the Bellingham CSO where Nord works.

While once financial workers were concerned with whether a person was eligible for cash assistance and determining what that amount was, now the focus is on removing barriers and motivating that person to get a job.

On Nov. 1 Washington's response to federal welfare changed from voluntary to mandatory. Each person who applies for cash assistance under the new WorkFirst program must participate in searching for a job and accepting one if offered. And people who are

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Secretary's
corner

by Lyle Quasim

Last February I co-hosted a community meeting with Sen. Alex Deccio from Yakima where we discussed the question of what is the best way to provide services for people with developmental disabilities and their families.



There is currently a debate on whether and to what degree this state's five remaining residential rehabilitation centers (RHCs) have a future as part of the service delivery system. I believe it is important that all people concerned about this question participate in developing a policy that will ensure stable and fair funding of services for eligible people with developmental disabilities.

In May, I commissioned a diverse group of people affected by, and concerned with, the issues facing the Division of Developmental Disabilities (DDD), which provides many of these services. This group, the DDD Strategies for Future Stakeholder Workgroup, is charged with the ambitious task of "...develop(ing) recommendations on future directions and strategies for service delivery improvement, resulting in an agreement on the direction the Department (DSHS) should follow in considering the respective roles of the RHCs and the community programs, including a focus on the resources for people in need of services."

The group is supported by staff from DDD, and mediation services are provided by William F. Lincoln of National Center Associates, Inc. Vashon Island. The group is using an intensive, demanding process known as "interest-based bargaining." Participants are forging new understanding and alliances, with the goal of ensuring that people with developmental disabilities will receive the best choices possible.

Gov. Gary Locke, legislative leaders, and I genuinely hope this group of committed volunteers will build a durable agreement that will be supported, funded, and implemented.

This effort represents a wonderful example of the government, advocacy groups, community providers, and customers and families working cooperatively to see that people with developmental disabilities receive the most effective and meaningful services possible.

Lyle Quasim

A long walk/run to raise \$60,000

Fifteen members of the Colville Community Services Office and family, plus one employee from the Tri-County Health District, joined with the Stevens County Unit to raise \$60,000 for the American Cancer Society this summer.

The "Wild Bunch" team took turns staying on a running track for 24 hours in the third annual Relay for Life. The relay event began in 1985 when Dr. Gordon Klatt, a Tacoma colorectal surgeon, ran and walked around the track at the University of Puget Sound for 24 hours. He walked 181 miles that day and raised nearly \$27,000. More importantly, Dr. Klatt launched what has become the American Cancer Society's signature event of the year.

Relay participants obtain individual sponsorships for their time on the track or receive dona-

tions to the cause. Luminaries were also sold to honor those who battled cancer - win or lose. These names are read off as one part of the activities during the relay.

The CSO team won an award for the Best Dressed Tent at this year's event. Team members included: team captains "Honest Jack Thorpe," "Marvelous Marlene Nichols," and "Ticklin Tami Compton"; Becky and Steve Stone, Wendy Sellars, Tom Compton, Eddie Foos, Don Pratt, Diana Walker, Nancy Cornwell, Sandie Wollan, Deanna Carnie, Brenda Wilson, Barb Giddings, and Charlie Ward (from the health district). Others from the CSO who came to help walk were Judy Bircher, Roberta Sphuler, David King, and Randy Cornwell.



"Honest Jack Thorpe" and "Marvelous Marlene Nichols" were captains of the Colville Community Services Office's team that helped the Stevens County Unit raise \$60,000 for the American Cancer Society's Relay for Life. The CSO team members challenged their legs and determination by running/walking for 24 hours to help fight the battle against cancer.

Cultural change with WorkFirst

(Continued from page 1)

eligible for WorkFirst assistance have a five-year lifetime limit for benefits.

"We tell clients the clock is ticking," explained Yolanda McGrann, Yakima CSO administrator. "For example, if they've been receiving WorkFirst cash assistance for two months we tell them 'You've used two paychecks and you have only 58 left. What are you going to do to take care of yourself and your family for the rest of your life?'"

Former financial services specialists and social workers now fill the position of case manager. Some offices have broken this role out among several units and some have each case manager handle everything that affects an applicant's benefits.

"Overall, staff are basically excited about WorkFirst, but a bit anxious. They are really committed to doing a good job," explained Diane Harris, acting administrator of Yakima/Kittitas CSO. "But now they have to learn TANF, which replaces AFDC and is nothing like that previous program-child care

benefits, JAS, SSPS, and ACES computer systems. It's like getting a new job and being required to know shorthand and not knowing shorthand."

Staff have also had to take on the role of motivators as they work

"During our orientations we ask applicants 'what does your child say when someone asks them where their mom or dad works?' They understand the pride it gives their children and themselves when they have a job and are bureaucratically independent.

"We also ask them who's going to take care of them in their old age? Are they going to be a burden on their children or have they planned and prepared through such things as savings and 401K plans?"

Staff are finding that the majority of people they work with just needed a push.

"They're not lazy, just unsure of themselves," said Nord. "Part of our job is to empathize and help them believe in themselves and their abilities."

Sharon Wood, a case manager with Bellingham CSO, noted, "I had one client who'd been on welfare for 18 years who went out and got a job right away. She said we'd never asked her to before!"

The new roles and physical changes have been challenging. "I am mentally drained at the end of the day," said Nord.

While the new roles are tough, Vicki Mills said, "It makes me feel good (when someone gets a job) that I have actually had a direct impact on that person's life."



Vicki Mills, Teresa Herrera, Mary Mozinga, and Les Rucker team up to help WorkFirst clients get a job.

to divert applicants from ever needing benefits.

Each applicant must go through an orientation where the WorkFirst program is explained to them.

"This is where we try to focus applicants on taking personal responsibility," said Mary Mozinga. A case manager in the Yakima CSO, she works on a team with Vicki Mills, case manager, Les Rucker, social worker, and Teresa Herrera, supervisor.

Sharing our successes and commitment to reaching beyond the expected to the excellent

Quality IN DSHS

Children’s Administration

MISSION STATEMENT - THE CHILDREN’S ADMINISTRATION IS COMMITTED TO THE SAFE AND HEALTHY GROWTH AND DEVELOPMENT OF CHILDREN IN THEIR OWN HOMES, IN OUT-OF-HOME PLACEMENT AND IN CHILD DAY CARE. WE PROVIDE A COMPREHENSIVE RANGE OF SERVICES DESIGNED TO PROTECT CHILDREN FROM ABUSE AND NEGLECT, TO SUPPORT FAMILIES, AND TO ASSURE QUALITY OF CARE.



ROSIE ORESKOVICH
ASSISTANT SECRETARY

WHAT IF THIS WAS MY CHILD?

“Would I be satisfied with the services I delivered today if this was my own child?” This is a question we each want to answer with an unqualified “Yes!” Asking ourselves this question offers a personal litmus test for the quality of what we do for the children and families needing our services.

We have undertaken a culture change in the Children’s Administration, moving away from counting numbers to a continuous focus on the quality of the results we achieve in our work. We cannot afford to treat “quality” as only a concept when success means that a child may no longer be abused, a family can be helped through conflict, or a foster child will have a safe and secure permanent placement.

OUR QUALITY BASELINE

During the last few years we have developed much clearer performance goals and expectations to use when evaluating our work. We continue to make significant progress in establishing measures of performance for client outcomes.

Regionalized administrative authority and resource management are designed to improve accountability and increase flexibility for local decisions about services. This allows local offices to make service decisions based on the most effective use of resources and to provide those services which best meet the needs of families in their communities.

The decision-making process in our administration is very inclusive. Changes in policy or practice are usually developed by establishing a representative team involving field and headquarters staff. Their proposals are then taken to our Management Team for review and evaluation. This team includes the assistant secretary, regional administrators (from all six regions), the director of Program and Policy, the director of Licensed Resources, and the director of Management Services. Office chiefs representing specific program areas attend these meetings and give input into decisions.

This process gives specific regions more ownership for changes, and identifies important region-specific issues. Our participative decision-making ensures that we do not implement policies and practices that would knowingly create problems in another area of the administration.

THE ROAD AHEAD

All of our work supports three primary goals: child safety, child and family health and well-being, and permanency for children in out-of-home care.

We identify six core work processes that impact these critical outcomes; intake, assessment, case planning, service delivery, case review, and case resolution. Each of these processes will become a focus for quality improvement activities in our administration.

The Children’s Administration is providing professional staff training that supports the quality initiative by improving the effectiveness of

Divisions

MANAGEMENT SERVICES DIVISION
Director: Carole Holland

Mission: To provide information, resources, tools and systems required for the delivery of quality equitable child welfare services to children, families and Washington communities.

DIVISION OF PROGRAM AND POLICY
Director: Jennifer Strus

Mission: “To develop, implement and monitor policies and procedures for the effective delivery of child welfare services for children, families and communities. To facilitate working relationships with community, state and federal partners that promote policy and funding decisions that are highly responsive to the needs of our client.”

DIVISION OF LICENSED RESOURCES
Director: Jim Sherrill

Mission: “To ensure the health, safety and quality of care for children in an adequate supply of high quality family foster homes, child day care resources, group care facilities and child placing agency resources.”

these core processes. The Office of Quality Assurance and Training emphasizes course offerings that hone practice skills, develop supervisory excellence and strengthen leadership abilities among our employees. Our efforts to provide high quality training opportunities continue through partnerships with the University of Washington and the Consortium of Schools of Social Work.

GOAL: CHILD SAFETY

Projects are currently underway to achieve greater success in protecting children from serious abuse and neglect. One initiative will improve how we gauge the risk of harm to children during intake and case assessment. The Office of Children’s Administration Research has provided data to develop policies to improve the effectiveness of current risk assessment practices and services. Research data has identified several risk factors which can be eliminated to improve the efficiency of the assessment process.



Simplifying the rules

Regulatory Improvement in the Children’s Administration

The Children’s Administration has been addressing the need for regulatory reform for many years by keeping rule development to a minimum. It is estimated that Children’s Administration rules account for less than 10% of the current Washington Administrative Code.

We began identifying WACs for revision even before the new mandate for regulatory reform was issued, and are supportive of this new initiative as a mechanism to help us streamline and improve our administrative rules.

We have identified several WACs that do not impact external stakeholders for repeal. We will be repealing many rules that duplicate existing statutes. We have also identified WAC for repeal or legislative action where the administration may lack the specific

statutory authority to promulgate rules, as required by the new regulatory reform legislation.

Making sense of the rules

UNDER THE DIRECTION OF SECRETARY LYLE QUASIM, ALL ADMINISTRATIONS ARE EXAMINING EXISTING RULES AND DETERMINING WHICH CAN BE ELIMINATED AND SIMPLIFYING THOSE WE NEED. FOR MORE INFORMATION ON HEARINGS FOR PROPOSED RULE CHANGES CHECK OUT THE RULES AND POLICIES ASSISTANCE UNIT WEB PAGES AT [HTTP://WWW.WA.GOV/DSHS](http://www.wa.gov/dshs).

GOAL: CHILD AND FAMILY HEALTH AND WELL-BEING

Our administration is implementing activities to improve the health and well-being of families in crisis and the quality of care for children in placement and in child day care. The implementation and expansion of family preservation services will be a tremendous asset for assessment and case planning. We require more frequent visits between social workers and children in foster care and will have an automated passport system in place to efficiently monitor the health needs of foster children. Child care training will be improved and new training grants and scholarships will be offered to providers.

GOAL: PERMANENCY

We continue our efforts to reduce the length of time it takes to provide permanent placement for children in out-of-home care, the number of times foster children move between homes, and the rate at which children return after leaving foster care. Additional home studies for prospective adoptive families will be available and the efficiency and scope of our foster and adoptive home recruitment program will be improved. Implementing early case planning conferences and using a new intensive assessment process to enhance long-range permanency planning for children in care will improve the quality of our case review process.

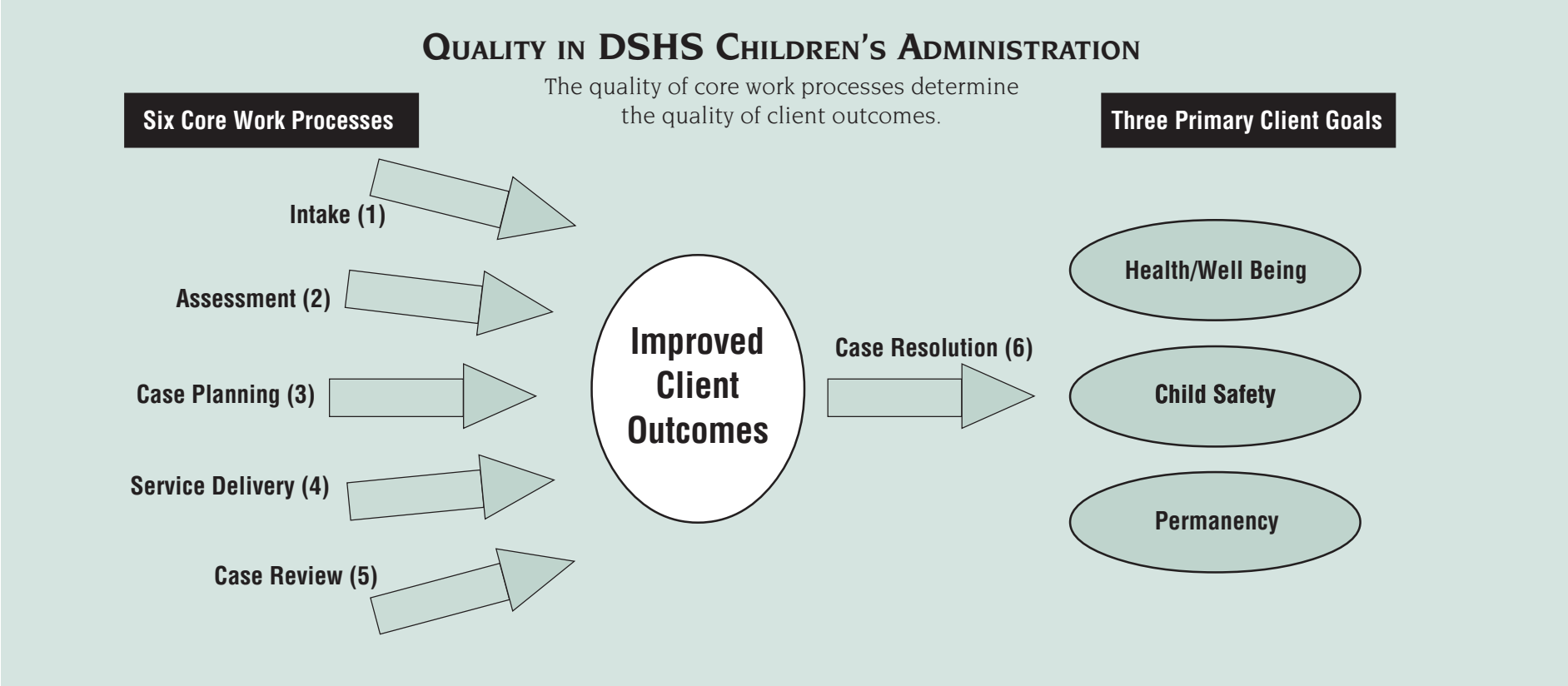
A ROLE FOR EVERYONE

Our goal is to build a culture of quality improvement that uses innovative and creative practice procedures. A “learning environment” will be created where accomplishments are rewarded and mistakes are openly acknowledged so that we learn and improve. The principles found in Patricia Cornwall’s *Hornet’s Nest* will characterize our culture, “First, we allow a mistake if you were trying to do the right thing when you made it, and second, if you tell someone that you made the mistake, and third, if you are willing to talk about your mistake to others so they won’t do the same thing.”

As individuals, we will each take ownership of issues by working to fix whatever gets in the way of better services. As an organization, we will employ quality improvement projects that re-engineer the way child welfare services are delivered in each of our regions. Each and every one of us in the Children’s Administration will move forward with the understanding that “Quality begins with me.”

COMMITMENT TO OUR CLIENTS

The quest for service quality in the Children’s Administration will always remain rooted in our commitment to our clients. Every effort we make in the name of quality improvement will bring us closer to achieving our goals of safety, health and well-being, and permanency for children.



Sharing our successes and commitment to reaching beyond the expected to the excellent

Each of the seven administrations has steering committees to assist in leading the department's efforts to continue providing quality services to the residents of the state of Washington. For more information on the quality improvement activities occurring throughout the department, contact Bill Wegeleben, internal quality consultant, at (360) 902-0865 or e-mail at bwegeleben@dshs.wa.gov. Please visit the DSHS Intranet Quality Improvement site at intra.dshs.wa.gov/news.htm for ongoing updates of plans, successes, and accomplishments.

A team tackles problems and finds solutions together

A special team of workers recently came together to address a problem that arose as a result of progress. As the ACES computer program was brought on-line and certain caseloads were transferred from Community Services Offices to Aging and Adult Services Administration staff, workloads grew and a backlog developed in the Bremerton and Tacoma Home and Community Services Offices.

Applicants were waiting 60-90 days for the initial review for Medicaid, nursing home services, Copes, long term care, and more.

“One of our early commitments in our quality initiative was to streamline the financial application process,” explained Deanna Rankos, Region 5 administrator.

Among the changes were: the application screening and “pending” process was combined into one step and applications are now acted on within 24 hours. The cases were assigned to specific

financial workers (clients now know their financial workers and have direct contact), the application cover letter and enclosed program description were revised to use reader-friendly language, and a system was developed to mail out financial applications upon receiving a referral for assessment.

The wait for initial contact has now been reduced to three to five days.

“All the staff doing this work participated on the team and were part of the improvements,” said Rankos. “The people who do the work are the best ones for revising the process.”

“A big part of our success was also because of how well our two offices work together,” said team member Linda Holt, who works in both the Bremerton and Tacoma offices. “We look out for each other and help each other out.”

“We are learning how to best use the Quality Improvement



Team members included (left to right) Gary Lotz, Deanna Rankos, Cynthia James, Linda Holt, Dan Lengyal, Rebecca Smith, Darlene Daymen, Nancy Nicholson, Jan Heglund, Bunny Akers, Ken Troupe, and Linda Baskin.

process and each time we go through it we continue to learn something new,” said Rankos. “We plan to continue using this team approach on a regular basis to improve our services.”

Members of the team were: Tacoma office – Linda Baskin (supervisor), Cheryl Powell

(leadworker), Bunny Akers, Darlene Daymen, Jan Heglund, Cynthia James, Dan Lengyal, Gary Lotz, Nancy Nicholson, Rebecca Smith, Ken Troupe and Linda Holt; Bremerton office – Sandy Smith (supervisor), Jane Bagley, Marcia Parker, Jan Proctor-Delmonda, and Peggy Tonan.

DSHS Process Improvements – October 1997

Teams and divisions across DSHS are constantly working on improving the quality of services we provide to our clients. Each quarter a summary of successful improvements is shared with Gov. Gary Locke. We are also sharing it with you, our readers, so you can see the range of improvements and the creativity and commitment to quality from staff.

- 1 Economic Services Administration (ESA)/Division of Child Support (DCS) – Improved the Paternity Establishment Percentage from 70 percent to 87 percent, insuring the state to receive the maximum value of incentive for improvement from the federal government, which should be \$4.6 million. This would be a gain of about \$1.1 million. Oct. 1, 1999 is the likely receipt date.
- 2 ESA/DCS – An automated phone interactive voice response system (KIDS II) is being deployed that allows clients who are difficult to reach to receive and leave voice messages with their support enforcement officer, eliminating the need for receptionist involvement in those calls and allowing for 24-hour service.
- 3 ESA/DCS – Development of a Financial Management Imaging System allows the timely bank deposit of child support receipts and enhanced internal cash controls. Average deposit time decreased from 1.88 days to 1.08 days.
- 4 Budget Division – Developed an automated allotment process which eliminated paper, increased continuity, and improved accuracy.
- 5 Information Systems Services Division – Eliminated 300 legacy circuits located in various offices around the state, for savings of \$1.4 million.
- 6 Medical Assistance Administration (MAA) – Jointly issued a Request For Proposals with the Health Care Authority for purchase of medical services for Basic Health Plan, PEBB, and Medicaid Healthy Options program. First in nation in effort to reduce administrative burdens and increase efficiency.
- 7 Medical Assistance Administration (MAA) – A regulatory Improvement Team has repealed or reduced 63 percent of the Administration's issuance.
- 8 Juvenile Rehabilitation Administration – Created a new computer process for Title 19, which now allows for billing the federal government the costs for residents who spend their last night at a community residential facility on the first day of the month.
- 9 Children's Administration – Met their goal of reviewing 100 percent of foster home licenses using improved criteria which provided greater confidence of information and pointed out the need for greater staff training.
- 10 Health & Rehabilitative Services Administration/Division Developmental Disabilities – Assigned responsibility to one staff person for reviewing all sources of federal matching funds in order to maximize those resources. To date an additional \$558,000 found in Title 19 for day programs.
- 11 Aging & Adult Services Administration (AASA) – Developed a model to identify staff requirements for new long-term care cases that provides accurate data for amount of time it takes staff to provide services, which can be used to justify Full-Time Equivalent (FTE) requests in the budget.
- 12 AASA – A financial services long term care eligibility redesign team has developed a check list of basic services to enhance customer services, reduced the financial eligibility redetermination form from eight pages to a one page, two-sided form, developed a form tailored to aged, blind and disabled, and collapsed two documents requesting release of information into one.
- 13 AASA – Held an Adult Family Home (AFH) Fair to share information about 800 AFHs in Region 4, saving individual calls from AFH providers to caseworkers to share information on their homes and request referrals. Estimated at 1.5 FTE in gross timesaving.
- 14 AASA – Reduced initial process time for financial application for those applicants who need to provide additional information, from 10-90 days down to 24 hours.
- 15 MSA – Social Services Payment System Year 2000 team using quality process, in last quarter has improved from being four months behind schedule in the conversion process, to being four months ahead of schedule.

Diversity Calendar

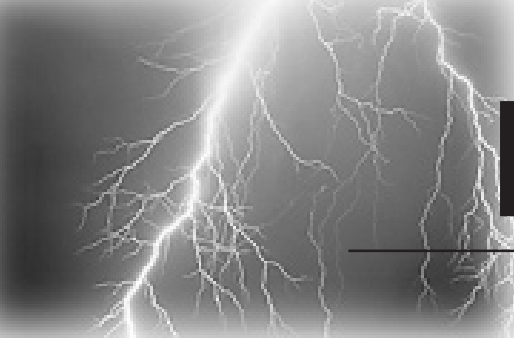
Each month throughout the year *The News Connection* will feature the next two months' special dates, provided by the Division of Access and Equal Opportunity, Diversity Initiative. Help celebrate the richness of our world and the people of America. For more information on the Diversity Initiative, contact Roberto Swain at (360) 902-7845.

DECEMBER

- 1 Rosa Parks Day
- 2 Laos National Day
- 5 International Volunteer Day
- 7 Ivory Coast Independence Day
- 10 Human Rights Day
- 11 UNICEF's Birthday
- 12 Mexico: Lady of Guadalupe Festival
- 13 Sweden: Santa Lucia Day
- 15 U.S. Bill of Rights Day
U.S. Indian Chief's Day
- 16 Mexico: Posadas
- 21 Malawi: Tree Planting Day
- 22 International Arbor Day
- 24 Chanukah
- 25 Christmas
- 26 Kwanza: African American Family Festival Celebration
- 29 U.S. Wounded Knee Anniversary
- 31 New Year's Eve

JANUARY

- 1 New Year's Day
- 4 Isaac Newton's Birthday
- 5 George Washington Carver's Birthday
- 13 Togo Liberation Day
- 15 Martin Luther King Jr.'s Birthday
- 16 Martin Luther King Jr. Day
- 17 Benjamin Franklin's Birthday
- 20 Brazil: San Sebastian's Day
- 25 New Zealand: Auckland Day
- 28 Jose Matri's Birthday
- 30 Jackie Robinson's Birthday
- 31 13th Amendment Abolishes Slavery



BRAINstorms

News about adopted DSHS employee suggestions

REGION 1

Andrew Hopkins, a LIST Certified Interpreter with the Division of Child Support (DCS) in East Wenatchee received an award of \$200 for his suggestion to revise the hearing request forms.

A suggestion was made to change the transfer flow of Wastewater Treatment Plant No. 1 to plant No. 2. **Keith Kopp** and **Ted Olson**, wastewater treatment plant operators with Consolidated Support Services at Medical Lake, each earned a \$75 award.

A \$50 award was given to **Debi Neuberger**, support enforcement officer with DCS in East Wenatchee, for her suggestion causing a review of programming and automation of answer forms.

REGION 2

Terry Burger received an award of \$813.24 for suggesting that the assistant attorney general’s (AAG) staff establish issuance procedures for dependency proceedings. This new practice saves a considerable amount of time for the social worker, secretary, and AAG.

A suggestion from **Pete Burns** to allow financial services to reissue and mail replacements based on change of circumstances received with new address without need to do an affidavit resulted in a \$100 award. Burns is a financial services specialist 3 at the Walla Walla Community Services Office (CSO).

Nellie Cole, clerk typist 3 with the Office of Child Care Policy in Yakima, received a \$50 award for her suggestion to add a blank year line to DSHS 10-092.

The DSHS form 18-527 Dependent Benefit Verification will be amended as a result of a suggestion from **Arlene Doublerunner**, support enforcement officer with DCS in Yakima. She received a \$50 award.

Dennis Gough, support enforcement officer with DCS in Yakima, made a suggestion to develop a data match with Social Security Administration which would determine if absent parents are receiving disability (Title II) benefits. He received an award of \$200.

Karen Mork, a financial specialist 3 from the Sunnyside CSO, received a \$100 award for her suggestion to use computer generated labels and bulk mail rather than having Community Service Office staff hand address the Healthy Options enrollment packets and individually mail them. This alleviated some of the workload experienced by CSO field staff during the conversion to ACES.

A \$75 award was given to **Karolyn Wess**, a social worker at the Kennewick CSO, for her suggestion to revise DSHS form 14-144(X).



Therese Ferreria earned \$300 for her ACES training manual suggestion.

REGION 3

Christine Hackenberger, a social worker 3 in the Lynnwood CSO, received a total of \$150 for four employee suggestions. She suggested the use of a three-page form in child welfare cases that provides an area to summarize important activity on each case (\$50); using four-colored forms to route requests for records copying for preparation for disclosure, track and account for distribution, marking important parts of case files (\$50); utilize a game called “Roadblocks to Communication” to assist with difficult/hostile clients (\$25); and provide a form letter for DCFS caseworkers to conduct/document relative searches that identify permanency planning family resources for children on their caseloads (\$25).

A suggestion to develop a new form for improved communication with non-custodial parents resulted in a \$75 award for **Nancy Jordan**. Jordan is a support enforcement officer 3 with DCS in Everett.

REGION 4

Kristy Artello received an award of \$75 for her suggestion to add a line to DSHS 9-004B for clarification on Native American heritage of children being placed to comply with federal laws. Artello is a social worker with DCFS in Seattle.

A suggestion to make changes to DSHS 9-728 (10/89) currently in use for clarification of medical insurance coverage and/or costs of insurance received from employers by adding a box under the letter C for costs to be stated by the employer. The suggestion came from **Stephen Hart**, a support enforcement officer with DCS in Seattle. He received an award of \$25.

The DSHS form 14-154(X) will be revised as a result of a suggestion from **Vinh Huynh**, a social worker from the Lake City CSO. The award received was \$25.

A \$75 award was given to **Kaye Walker** for her suggestion to replace the four-page carbon form “Certification & Transmittal” which is typed with a similar form that is in the ASPEN computer program. Walker is an administrative assistant with the Aging and Adult Services Administration in Seattle.

REGION 5

An award of \$117.62 was given to **Janet Engelhart**, a human resource assistant with Community Services in Tacoma for her suggestion to print the “New Employee Checklist” form, DSHS 03-200(X) on plain white paper instead of NCR paper. This will reduce the costs of materials and copies can be made, if necessary, eliminating unneeded copies.

Therese Ferreria suggested the creation of an ACES training handbook exclusively for DCFS use and was awarded \$300. Ferreria created this manual. She is a funding eligibility specialist with the Division of Children and Family Services (DCFS) in Tacoma.

Alfred Franco, a plant mechanic supervisor at Western State Hospital in Lakewood, received an award of \$1962.81 for his suggestion to stabilize food carts for easy and safe mobility and to repair the braking systems. This will prevent food carts from overturning, possibly causing injuries to staff and/or damage to the cart.

Esther Freeman received an award of \$25 for her suggestion to lock both sides of the stairwell doors leading to the rotunda from the legal offender unit to prevent escape attempts. This will increase security and prevent unauthorized entry into the stairwell. Esther is a recreational therapist at Western State Hospital.

A \$400 award was given to **Dave Hess**, maintenance electrician at Western State Hospital in Tacoma, for his suggestion to extend the fire alarm detection loop from the adjoining buildings to provide protection for the generator building and chiller plant.

Cindy Johnson, clerk typist 2 at Rainier School, received an award of \$25 for her suggestion to eliminate unneeded copies of SVA50 batch, receipt listing report.

Janice Langbehn and **Ward Peterson**, both social workers with the Children’s Administration in Tacoma, received \$75 awards for their suggestion to establish social worker positions (using current FTEs) in each Child Protective Services unit for the sole purpose of court functions such as filing petitions, testifying, process serving, etc. This has been implemented in Region 5.

A suggestion to amend DSHS 17-041 by removing the last line “Date Request Received” and adding a space for IV-D Child Support Case Number in its place resulted in a \$75 award for **Judith Nelson**. Nelson is a clerk 3 with DCS in Tacoma.



Bob Wills earned a \$385.87 award.

award for **Lisle (Bob) Wills**. Wills is a financial services specialist at the Pierce North CSO.

REGION 6

Susan Bush, a senior auditor/consultant with the Administrative Services Division, suggested using a chart for billing child care subsidies resulting in an award of \$75.

BRAINstorms

A suggestion from **James Enbusk** and **William Wason** to combine wastewater testing operations of Naselle Youth Camp and Columbia Stark Park resulted in an award of \$143.95 for each of them. Enbusk is a waste plant operator at Naselle Youth Camp, Wason works with Parks and Recreation.

A \$433.36 award was given to **Esther Ferreria-Wagner**, clerk typist 2 with the Division of Provider Services in Olympia, for her suggestion to bind boxes for the same address rather than do individual mailing. This will save the state money without an increase in labor or materials.

Milton Givens' suggestion earned him an award of \$150. He suggested reducing the number of users with access to Central Stores SNAP ordering to one per unit (purchasing/warehouse units) in order to eliminate a duplicate \$25 charge for each access user. Givens is a support enforcement officer with DCS in Vancouver.

The DSHS form 05-013 will be modified as a result of a suggestion from **Patti Grinds**, fair hearings coordinator with the Aberdeen CSO. She received a \$75 award.

An award of \$100 was given to **Brian Hallett**, social worker with the White Salmon DCFS, for his suggestion to add an instructional page to the automated version of S.F. 9128 Form.

Lori Hammons, financial services specialist with Aging and Adult Services Administration in Olympia, suggested the development of a new eligibility review form for elderly clients and/or others with power of authority to make it easier to understand and complete. She received an award of \$75.

A suggestion to compress the new award letter by printing information on both sides of the paper to reduce the amount of paper used, resulted in an award of \$100 for **Susan Pemberton**. She is a medical claims examiner with the Medical Assistance Administration.

To get official submission forms, contact the DSHS Brainstorm Employee Suggestion Coordinator, Mailstop 45844, Olympia, (360) 902-8387.

The Brainstorm coordinator will answer any questions you have about the program and offer tips on how to submit your suggestions.

Remember, every employee is capable of making useful suggestions for improving operations. Even if your suggestion isn't adopted, it may be the catalyst for discussion on how to do a task differently and/or more efficiently.

Children's honors six supervisors for leadership

The challenges are never in short supply for Child Protective Services (CPS) supervisors. For the second year, six supervisors have been determined leaders in the Children's Administration.

“Our supervisors are key to assuring we are delivering quality services to children and families,” said Rosie Oreskovich, assistant secretary. “I recognize they have a difficult job. Congratulations to these six individuals for their leadership and thank you to all supervisors for their daily efforts to improve service outcomes for children and families.”

Recipients in each region are nominated by their peers with the final selection made by their regional management team. Among the criteria for selection is a minimum of three years as a supervisor, serving as a good role model/mentor, developing community partnerships, practicing teamwork within the agency, and going beyond the call of duty to benefit the children and families we serve.

Each region had one supervisor recognized.



REGION 1
Steve Warman
CPS supervisor in the Wenatchee office of the Division of Children and Family Services (DCFS)

During the aftermath of the initial CPS intervention with the Wenatchee “sex ring” victims DCFS was confronted with the need to move these children into safe, nurturing, permanent homes. Steve Warman recognized immediately that resources in the community were insufficient to meet the need.

He moved at once to form partnerships with the Regional Support Network and other children's providers. He began implementation of a contract to develop new foster homes, new training, and overall, infused life and new hope into a tired staff.

The community and staff responded immediately to Warman's steadiness, his dry humor, his humble approach and his consistent insistence that we find ways to meet the needs of these children. Warman and his staff rose to the occasion and met the challenge and, as a result, children have been served and are safe.



REGION 2
Yvonne Johnson
CPS supervisor in the Ellensburg DCFS office

Johnson has supervised for 17 years with DSHS, first over all social service programs, then all children's programs. She has weathered various organizational and policy changes, which often affect small offices more acutely than larger ones, with her humor intact.

Johnson has abundant common sense, which she couples with her years of experience. She has two master's degrees and prior experience in the mental health area. She works closely with mental health agencies, schools, court staff, and numerous community professionals from various disciplines, developing community partnerships to benefit our operations and clients.

This supervisor's leadership in the use of Child Protective Teams particularly stands out. Despite Ellensburg's small size, it leads the region in numbers of staffings held each month.



REGION 3
Mary Ann Bader
CPS supervisor Everett DCFS office

Mary Ann Bader began her career as a caseworker in Tacoma in 1965. In 1969 she took a break to launch her family and returned to DSHS in 1974. Over the years she has been selected as an outstanding DSHS employee and her unit received an outstanding team award in 1991.

Her extraordinary contribution this year was the manner, spirit, and model she has set as the new Division of Licensed Resources was created. She lost both her program and her staff. But from the beginning she's modeled “we'll get there; be patient” as staff separated duties, moved desks, chairs, bookcases, and furniture. She's been a source of consultation and support.

Bader has also structured the regionwide Resource and Foster Parent Support Unit, plus taken on the Snohomish County Court Unit and the transfer of employment child care to Economic Services Administration. She inspires creativity, going the extra mile.



REGION 4
Bob Stutz
CPS supervisor in King South DCFS office

Bob Stutz has been a supervisor since 1990, overseeing three units as well as a brief period as acting area manager. Throughout his years, Bob has maintained an excellent reputation for hard work, wonderful mentoring and role modeling, and a willingness to develop and implement new ideas with a spirit of cooperation.

During 1997 Stutz formulated the Project Home Study, which identified legally-free children in their home of choice and shortened the time of adoption. He also formed an Early Permanency Planning Unit. Stutz worked extensively with the court, the assistant attorney's general, the guardian ad litem, public defenders, and other groups to design and explain the unit so that it was well accepted from the first case.

Of the 82 cases that have been assigned to this unit almost half now have an established permanent plan which was completed in an average 131 days.



REGION 5
Nancy Tyson
CPS supervisor in the Tacoma DCFS office

Nancy Tyson has been a supervisor for the past six years. She supervises a Permanency Planning Unit which receives the largest number of referrals in the region. She has always managed this workload well.

Tyson has set a standard of excellence for herself and her workers. She serves on several community agency boards. The community sees her as a person upon whom they can rely and contact when clarification of agency policies and procedures is needed.

She has been an asset to the region and is well respected by her peers both as a worker and as a leader.



REGION 6
Fred Jenkins
CPS supervisor in the South Bend Office

Fred Jenkins has developed great relationships with his community, including serving on the local school board. Jenkin's office is the model of efficiency and professionalism due to his strong leadership.

Shared leave

Stella Glaude, office assistant senior with the Division of Client Services in Olympia, is battling cancer and is in need of shared leave. She is a single mother and up until this month has been working part-time.

Virginia Gort, a financial services specialist in the Port Angeles Community Services Office, is in need of shared leave. She was diagnosed with Leukemia in early September and has been unable to work most of the last couple of months. Her treatment is expected to continue through April. For more information, contact Heather McNally at (360) 417-1486.

Frankie Jorgenson, a benefits supervisor for the Division of Program Support, is in need of shared leave. She has been undergoing surgeries and treatments for a brain tumor that cannot be totally removed. She is unable to work full time because of complications from the tumor. For more information contact Zee Hill at (360) 586-2572.

Farewell

Beth D. Earnhart, a social worker 3 with the Division of Children and Family Services in Tacoma, died on Sept. 28. She had 15 years of service with the state. Beth was a caring employee with a positive attitude. Her co-workers, friends, and members of the community will miss her.



Alberto, Julieta V. 26 Yrs. Pierce South Community Services Office	Jackson, Charlene P. 31 Yrs. Office of Personnel Policy & Standards
Anderson, Richard J. 30 Yrs. Division of Children & Family Services Headquarters	Karlous, Aida A. 21 Yrs. Fircrest School
Antonson, Sandra 9 Yrs. Division of Children & Family Services	Landers, Lewis F. 36 Yrs. Echo Glen School
Bendixen, William 18 Yrs. Division of Children & Family Services	Liddle, Nancy L. 8 Yrs. Western State Hospital
Bond, Mary A. 15 Yrs. Mission Creek Youth Camp	Mitchell, Veronica 18 Yrs. Rainier School
Buttler, Marlene G. 20 Yrs. Administrative Services Division	Peterson, Marianne 13 Yrs. Western State Hospital
Dayton, Barbara L. 17 Yrs. Division of Client Support	Ratterree, Shirley A. 27 Yrs. Puyallup Valley Community Services Office
Deccio, Marguerite A. 25 Yrs. Division of Disability Determination	Stack, Fe Cabuso 8 Yrs. Eastern State Hospital
Devito, Maxine R. 26 Yrs. Vancouver Community Services Office	Sugden, Paul D. 30 Yrs. Developmental Disabilities Region 2
Gilbert, Grant O. 30 Yrs. Lakeland Village	Vogel, Patricia J. 16 Yrs. Bellingham Community Services Office
Grant, Dian 19 Yrs. Fircrest School	Waynick, L. Lorraine 18 Yrs. Division of Children & Family Services
Harder, Lester D. 30 Yrs. Division of Program Research & Evaluation	Wicker, Gwendolyn 24 Yrs. Pierce South Community Services Office
Head, Betty A. 13 Yrs. Division of Child Support - Tacoma	Wilson, Marilyn F. 27 Yrs. Division of Child Support
<i>These employees retired in September 1997</i>	

Plan early if you want to secure Title IV-E funds for school

The Child Welfare Training Advancement Program, often called the IV-E Program, is a partnership between public child welfare agencies and schools of social work. The IV-E program offers stipends to students who are pursuing degrees in social work, and who commit to working at the Division of Children and Family Services (DCFS) for at least two years following their graduation.

Some IV-E students will begin their careers in public child welfare when they graduate and seek DCFS employment. Other IV-E students already work at DCFS and enter the program to further their training, continuing their career growth at DCFS while they earn a social work degree.

There has been substantial growth in recent years in the Title IV-E programs. Nationally, there are now more than 30 bachelor's in social work programs and 40 master's in social work programs receiving IV-E funds. There are currently four IV-E programs in Washington, located at Eastern Washington University, Heritage College, Walla Walla College, and the University of Washington.

This year there are more students in Washington's IV-E programs than ever. Eastern Washington has seven entering and 12 returning students; Walla Walla has 12 entering and six returning, and the University of Washington

has 15 entering and 17 returning students. Of all IV-E students, 49 are beginning the program without prior DCFS experience and 20 are currently DCFS employees. Students who graduate this spring will bring excellent skills, education and experience when they fill positions with DCFS.

Although it is early in the academic year, it is already time to be preparing for acceptance into the program. Applicants must have Graduate Requirement Examination scores and should make arrangements to take the test soon. Application deadlines are early in the new year.

If you are interested in receiving more information about the IV-E program, or would like to begin the application process: at the University of Washington, contact Sally Scott at (206) 685-7694 or Michelle Beebe at 616-7434; at Eastern Washington, contact Lorena Lauren (509) 359-6471; at Walla Walla College, contact Doug Fleischer at (509) 527-2359; and at Heritage College, contact Ken Black at (509) 865-2244 ext. 1701.



SERVICE MILESTONES

Region 1 5 Potter, Patrick 10 Crumet, Molly 10 Peters, Marilyn 10 Thorpe, Jack Lee 15 Galles, Patricia 15 Heitner, Kathleen 15 Hofer, Ken N. 15 Krupke, Judy 15 Saltrup, Thomas 15 Wood, Cynthia 20 Inman, Betty 30 Hanlin, Earlene	10 Roberson, Cindy 10 Wulff, Jamie 15 Jones, Kelvin 15 Kryzanowski, Nancy 15 Mellish, Nina 15 Nicholas, Shirley 15 Roberts, Daniel 15 Tanner, Colleen 20 Putnam, Roxanne 25 Deacon, Mary-Keith	5 Mc Farland, Marilyn 5 Mercer, Gaye 5 Miller, Pamela 5 Patzer, Keri 5 Pratt, Debbie 5 Schatzer, Anita 5 Soto, E. Marlene 5 Standridge, Carolyn 5 Sterzer, Linda 10 Driscoll, Janet 10 Forbes, Loree 10 Grande, Katherine 10 Horn, Lavina 10 Larsen, GERALYN 10 Lopez, Dawn 10 Reavely, Susan 10 Woolley, John 10 Worsley, Donna 15 Barker, Denise 15 Conor, Robert 15 Forgy, Kenneth 15 Gaubatz, David 15 Haller, Violet 15 Howard, Charles 15 Lansing, Michael 15 Mehta, Kamla 15 Myers, Esther 15 Richter, Vicky 15 Romero, Frederick 15 Tyson, John 15 Ward, William 20 Conner, Robert 20 Goldrick, Annabeth 20 Goldsby, Deborah 20 Zarate, E. Gail 25 Apodaca, Kathy 25 Beach, Suzanne 25 Christensen, Candace 25 Krusinski, Barbara 25 McBee, Robert 25 Moore, Catherine 25 Storer, Sharon 30 Alvarado, Angie 30 Burns, Elizabeth Ann 30 Tash, Gary 30 Winner, Larry	15 Fine, Dawn 15 Michaels, Rose 15 Waters, Debra 25 Dunham, Howard	Maple Lane School 5 Johnson, Rose 20 Crocker, William 30 Dergan, Jr., Willard
Region 2 5 Alires, Tanya 5 Gonzalez, Mario 5 Jenkins, Rory 5 Mastor, Ginger 5 Rodriguez, Roberto 5 Vasquez, John 5 Walters, Dwight 10 Cole, Sonia 10 Rodriguez, Sylvia 20 Shoman, E. Jean 35 Gruber, David	Region 5 5 Langford, Carina 5 Stratton, Tony 10 Donofrio, Lawrence 10 Evans, Linda 10 Schwartz, Kathleen 10 Siemons, Diane 15 Bartlett, Barbara 15 Daniels, Lisa 15 Swarthout, Laurel 20 Cannon, Wanita 25 Bartlett, Joan 25 Chubb, Dorthy Irene 25 Pettus, Linda	Region 6 5 Dehaven Iii, Harold 5 Evans, Kenneth 5 Johnson, Gladys 10 Hahn, Susan 10 Miller, Courtney 15 Alward, Esther 15 Jones, Shirley 15 Ristick, Linda 20 Crowe, Michael 25 Klein, Linda 25 Perkins, Melva 30 Deboever, Mary	Echo Glen Childrens Center 5 Bardsley, Joseph 5 Tan, Dora	Naselle Youth Camp 10 Rogers, Maria 25 Moore, Denny
Region 3 5 Kent, Julie 10 Israel, Deanna 10 Keller, Edward 10 Petersen, Garry 10 Sullivan, Cornelius 15 Austin, Gayle 15 Bieber, Janet 15 Gabriel, Katherine 15 Jasper, Lynn 15 Nichols, Marcia 20 Mclean, Barbara	Region 4 5 Battese, Francis 5 Harris, Vannessa 5 Wilder, Betty 5 Williams, Valerie 10 Aga, Sopo 10 Lee, Janice	DSHS Headquarters 5 Barcott, Mary 5 Blood, Rebecca 5 Bolanos, Mary 5 Gau, Jennifer 5 Love, Marget	Green Hill School 5 Leslie, Michael 5 Poston, Michael 20 Miller, Eva	Western State Hospital 5 Bellamy, Tabitha 5 Crosby, Kyle 5 Delucco, Anthony 5 Dietrich, Betty 5 Nixon, Laura 5 Ortiz, Wilfredo 5 Ross, Garrison 5 Saw, Beng 5 Stockman, Bennie 5 Williams, Shuloney 10 Carson, Ricardo 10 Chocker, John 10 Hickman, Douglas 10 Lewis, Edward 10 Nelson, Totiana 10 Newby, Dannie 10 Nunes, Craig 10 Stoman, Najibullah 10 Villegas, Venus 15 Geissler, Thomas 15 Minor, Joseph 15 Troyer, Michael 20 Arocho, Carlos 20 Bolieu, Jimmy 25 Weinstein, Ross
Region 4 5 Battese, Francis 5 Harris, Vannessa 5 Wilder, Betty 5 Williams, Valerie 10 Aga, Sopo 10 Lee, Janice	Region 4 5 Battese, Francis 5 Harris, Vannessa 5 Wilder, Betty 5 Williams, Valerie 10 Aga, Sopo 10 Lee, Janice	Eastern State Hospital 5 McCrum, Beverly 10 Bliss, Darryl Ray 10 Peters, Thomas	Frances Haddon Morgan Center 5 Langeberg-Knight, S. 10 Rolig, Joan Ann 10 Whitehead, Eugene 15 Bagley, Joan	Yakima Valley School 5 Shaddox, Lois 10 Boone, Theresa 15 Wolfe, Patricia 20 Foote, Thomas
<i>These employees celebrated service anniversaries in November 1997</i>				